

## Chapter 22

# PERSONNEL COMMAND

This chapter describes the theater personnel command (PERSCOM), its mission, organization, responsibilities, and employment.

### MISSION

The theater PERSCOM mission is to sustain personnel readiness and exercise command and control over assigned theater-level personnel units. The theater PERSCOM manages critical personnel systems and synchronizes personnel network operations throughout the theater.

### COMMANDER'S ROLE

The theater PERSCOM commander also serves as the theater AG. Both positions encompass different responsibilities and have separate manpower requirements. In the command role, the commander operates on the same plane as other theater major subordinate unit commanders. In the staff role, the theater AG functions as a theater Army staff member and directs the theater personnel management center (TPMC).

### COMMAND AND CONTROL

The theater Army commander exercises command and control over theater-level personnel units through the theater PERSCOM commander. The theater PERSCOM combines theater AG technical expertise with operational planning and command and control capabilities.

The theater PERSCOM is a flexible unit that can adjust to specific theater support requirements. The theater PERSCOM may initially deploy elements of the PMC, comprised of key sections from each functional directorate and the command and control section. Additional elements from each directorate deploy in follow-on echelons

according to conditions dictated by METT-T. Further adjustments take place through changes in subordinate unit number and type.

The theater PERSCOM commands a headquarters, PERSCOM, and may command a theater-level personnel group. The theater PERSCOM may also command personnel services battalions, postal companies, a band, and direct support replacement companies when there is no personnel group to service the units.

### THEATER ARMY PERSONNEL MANAGEMENT CENTER

The theater Army PMC, described in Chapter 13, is summarized in the following paragraphs.

TPMC organization and responsibilities areas follows:

- The personnel operations directorate manages current operational requirements, plans both short (less than 14 days) and long range for the externally oriented personnel management mission. The structure of this directorate is shown at Figure 22-1.
- The replacement directorate manages the theater personnel readiness and replacement systems. It includes a civilian support cell provided by DCSPER, HQDA/USTA PERSCOM. The structure of this directorate is shown at Figure 22-2.
- The personnel services directorate manages essential personnel services and the theater personnel information, retention management, personnel accounting/strength reporting (PASR), and casualty operations management systems. The structure of this directorate is shown at Figure 22-3.
- The postal directorate manages the theater postal system. The structure of this directorate is shown at Figure 22-4.

THEATER PERSONNEL OPERATIONS DIRECTORATE

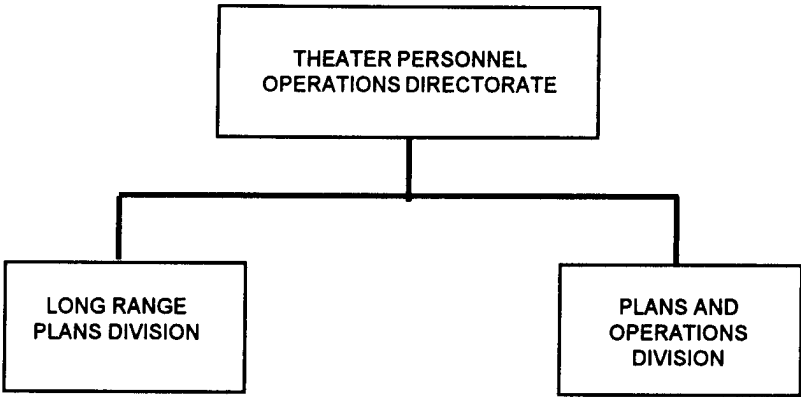


Figure 22-1

THEATER REPLACEMENT DIRECTORATE

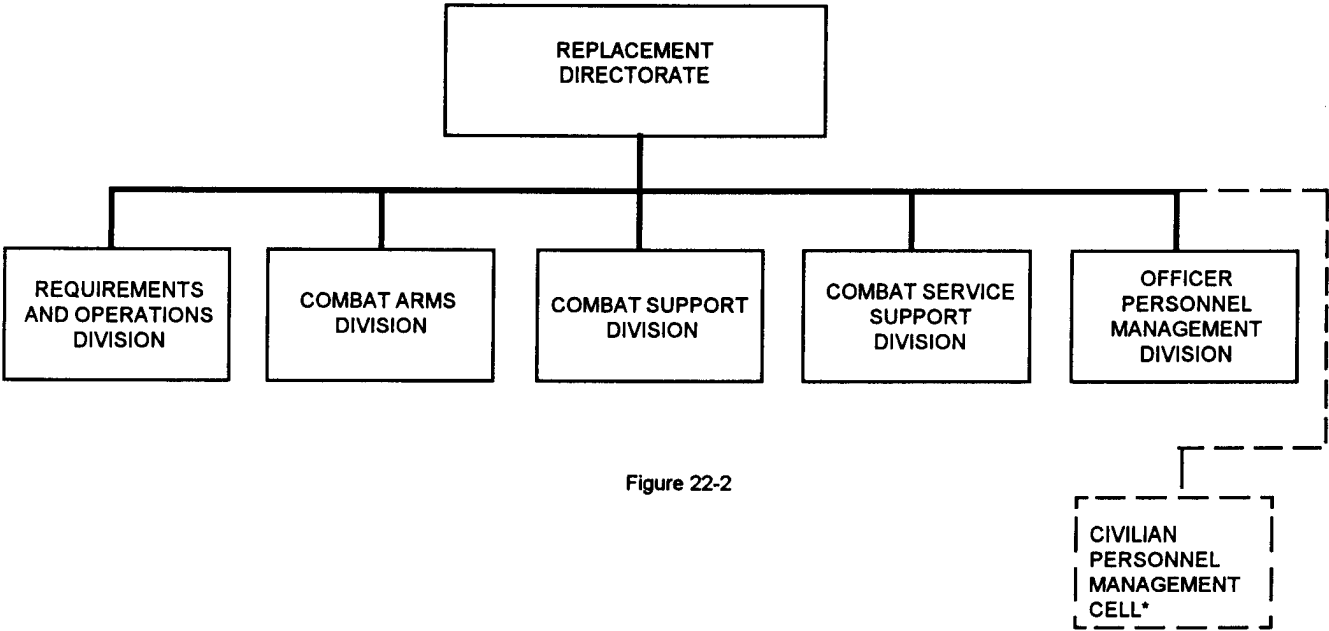


Figure 22-2

\*COMES FROM USTA PERSCOM

### THEATER PERSONNEL SERVICE DIRECTORATE

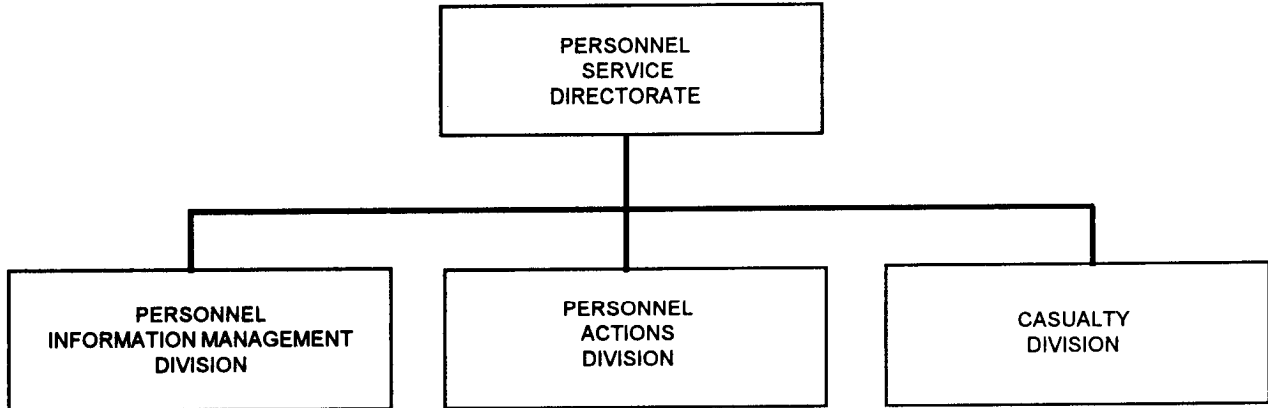


Figure 22-3

### THEATER POSTAL DIRECTORATE

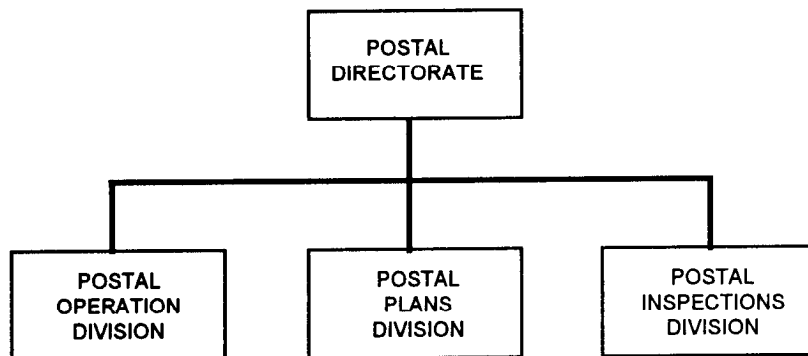


Figure 22-4

## ORGANIZATION AND FUNCTIONS

The theater PERSCOM organizational structure includes the command section chief of staff, inspector general, public affairs, S1, S2/S3, S4, and headquarters and headquarters company (HHC) commander. Their responsibilities are described in the following paragraphs.

Figure 22-5 shows the theater PERSCOM organizational structure.

### COMMAND SECTION

The command section has the following responsibilities:

- Exercise command and control over assigned units.
- Advise the Army Service Component Commander on theater personnel readiness.
- Coordinate with higher, lateral, and lower commands to synchronize interrelated systems and critical information flow.
- Act in a dual capacity as theater AG and theater PERSCOM commander.

### CHIEF OF STAFF

The chief of staff has the following responsibilities:

**THEATER PERSCOM ORGANIZATION**

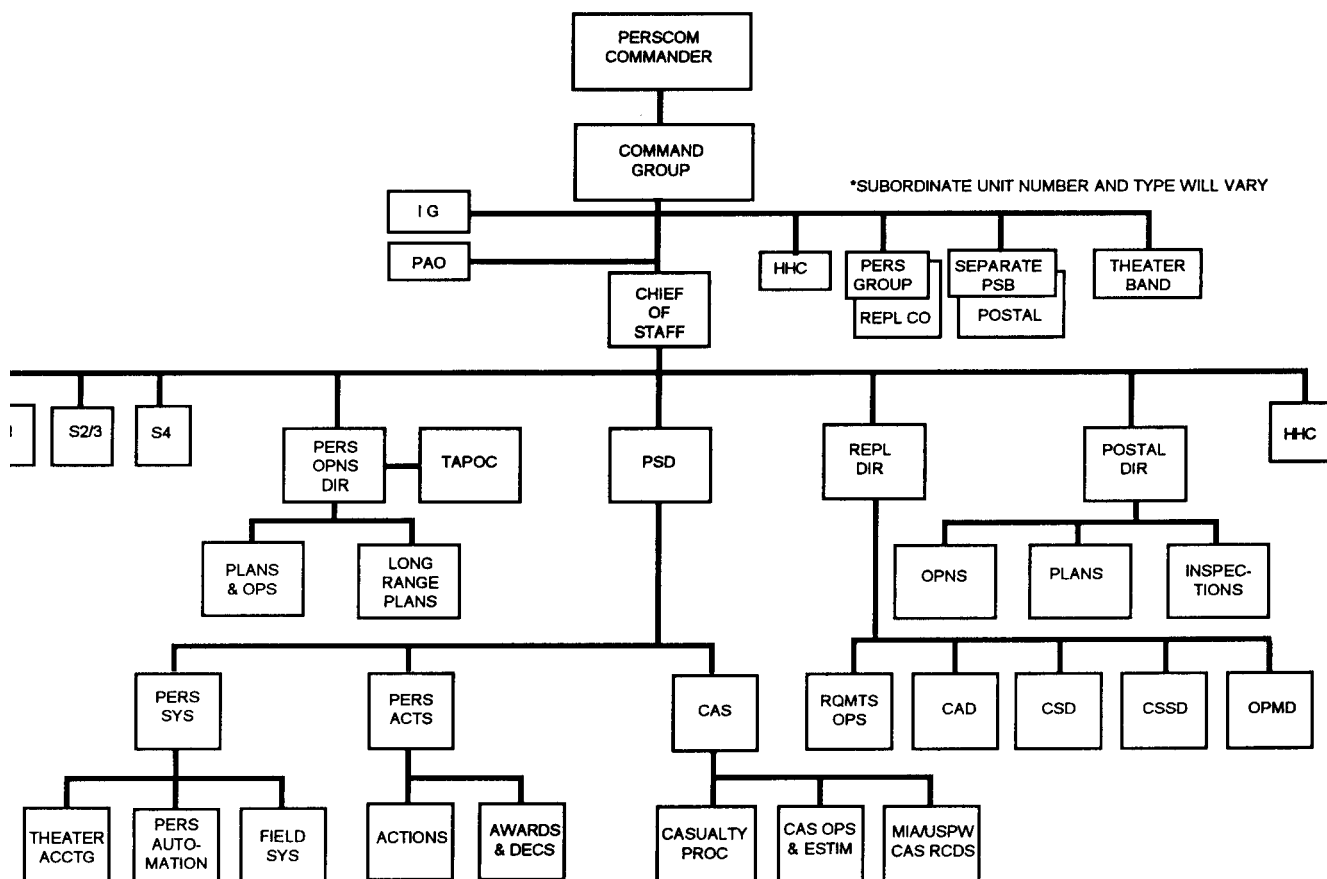


Figure 22-5

- Supervise the coordinating, joint (when assigned/attached), and special staff.
- Manage command group activities in accordance with the commander's desires.
- Control significant actions that require the commander's personal attention.
- Ensure the staff coordinates actions that cross functional lines.

## **INSPECTOR GENERAL**

The inspector general is responsible for inquiries, investigations, inspections, and reports on matters affecting mission performance, state of the economy, efficiency, discipline, and morale within the theater PERSCOM.

## **PUBLIC AFFAIRS**

The public affairs (PA) officer has the following responsibilities:

- Advise the commander and staff on the PA situation, the PA implications of planned operations, and the PA impact of current actions.
- Plan, coordinate, and implement a PA strategy to identify and fulfill the news and information requirements of deployed soldiers, the home station community, and the American public.
- Coordinate PA activities with higher and lower headquarters.
- Manage the provision of theater, home station, national, and international news to deployed forces.
- Manage the provision of theater news to the home audience.
- Respond to news media queries, communicate the Army perspective, facilitate media access to units and soldier, and coordinate support to media representatives.
- Develop guidance and train the force on their PA responsibilities and rights.

## **S1**

The S1 has the following responsibilities:

- Manage internal personnel activities.
- Supervise internal programs in human resources efficiency (for example, human relations and morale support).
- Manage family support programs.

## **S2/S3**

The S2/S3 has the following responsibilities:

- Develop and maintain internal plans and policies relating to unit training.
- Manage internal war plans, physical security, and contingency operations.
- Manage command intelligence and personnel security.
- Assist the commander with internal mission support, planning and executing support operations, external taskings, and operational security.
- Coordinate rear area security operations with appropriate commands and staff elements.
- Conduct NBC self-defense operations.

## **S4**

The S4 has the following responsibilities:

- Provide staff supervision over all theater PERSCOM logistical activities in the areas of supply, maintenance, transportation, services, facilities, contracting, and command inspections.
- Manage the property book.
- Provide staff supervision in the areas of property accountability, reports of survey, cash collections, and statements of charges.
- Supervise the command maintenance program, to include vehicles, weapons, generators, tentage, chemical defense equipment, calibration, and the Army materiel management system.
- Coordinate transportation for the command.
- Supervise real property management, space allocation, and facilities.

## **HHC COMMANDER**

The HHC commander has the following

responsibilities:

- Develop and manage training and life support programs for headquarters personnel.
- Provide food service, billeting, supply, and maintenance support.
- Manage internal morale and discipline programs for the theater PERSCOM.

## COMMAND AND CONTROL RELATIONSHIPS

Normal staff relationships exist between the theater PERSCOM and higher and lower headquarters. Coordination is essential among the theater PERSCOM staff and other theater Army command staffs. Following are some of the more significant relationships.

### THEATER ARMY HEADQUARTERS

The theater Army commander exercises command and control over the theater PERSCOM. The theater AG advises the theater Army commander on personnel issues. The theater Army Deputy Chief of Staff for Personnel (DCSPER) exercises general staff supervision over the theater AG. These key staff members must maintain a close and continuous relationship. For example, the replacement operations function demands coordination among the TPMC, the DCSPER, the Deputy Chief of Staff for Operations (DCSOPS), and the Deputy Chief of Staff for Logistics (DCSLOG).

### PERSONNEL GROUP

The TPMC provides technical guidance on personnel management to the personnel groups and their subordinate units.

### U.S. TOTAL ARMY PERSCOM

The theater TPMC communicates continuously

with USTA PERSCOM on theater personnel strength information, casualty operations, and replacement operations management. The information exchange priority between these organizations demands direct, real-time electronic communication, both voice and digital.

## TRANSPORTATION COMMAND

The theater PERSCOM depends on external transportation support for transporting replacements and mail and moving theater PERSCOM elements when they relocate. This requires close coordination between the theater PERSCOM and transportation command.

## OTHER ORGANIZATIONS

The theater PERSCOM coordinates with the following organizations on a regular basis:

- Joint and combined commands.
- Theater finance command.
- Theater medical command.
- Host nation activities.

## EMPLOYMENT

When deployed, the theater PERSCOM elements may operate from as many as four command posts: PERSCOM main, PERSCOM alternate, theater Army main, and theater Army rear. Theater PERSCOM personnel distribution to the various CPs depends on the tactical situation and the commander's judgement. An example of personnel distribution is at Figure 22-6.

## PERSCOM MAIN AND ALTERNATE CPS

The TPMC constitutes the PERSCOM main CP. The PERSCOM alternate CP may be the follow-on echelons of the theater PERSCOM as it deploys into theater. It would be located in a more secure location in the communications zone

or CONUS. The alternate CP prepares to augment the main CP in split operations or assume the main CP mission if necessary, or during redeployment. The alternate CP must maintain continuous communication with the main CP and duplicate its communications requirements as much as possible.

### THEATER ARMY MAIN AND REAR CPS

Theater PERSCOM elements at the theater Army main and rear CPs maintain continuous communications with the theater PERSCOM main and alternate CPs to provide direct interface with the theater Army headquarters. Thus, they are able

to respond quickly to theater Army command and staff requirements. They can also pass current battle information to the main and alternate CPs.

### THEATER ARMY CASUALTY AND RECORDS CENTER

When the tactical situation dictates and the theater PERSCOM commander directs, elements of the casualty division and other personnel services directorate divisions form into a Theater Army Casualty Records Center (TACREC). The TACREC normally locates at the alternate CP. The deputy director, personnel services directorate, supervises TACREC operations.

#### THEATER PERSCOM BATTLEFIELD LOCATIONS

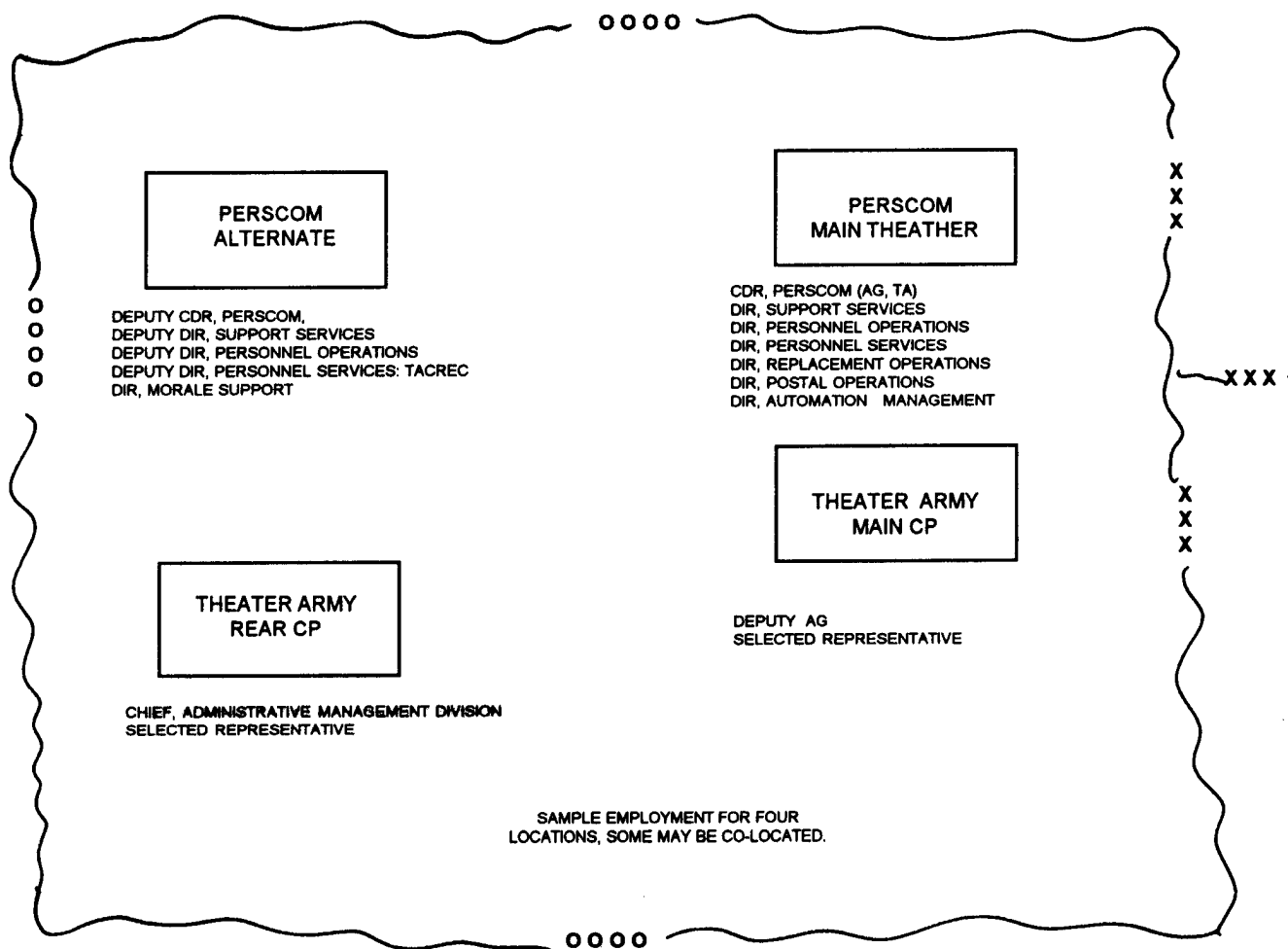


Figure 22-6

The TACREC is the focal point at the theater for casualty report processing. It may also serve as the personnel records repository for all records within the theater.

If the theater PERSCOM commander directs, personnel organizations with personnel records in theater move them to the TACREC. This gives the TACREC access to records for casualty report processing.

### **COMMUNICATIONS**

The theater headquarters must integrate the theater PERSCOM into its communications network to provide data transmission capability on a real-time basis. The theater signal unit must link the theater PERSCOM with all personnel service support units assigned to the theater PERSCOM. Inter-theater communication must also provide assured, real-time information flow among the PERSCOM, the sustaining base, and USTA PERSCOM.

### **OPERATIONAL SUPPORT**

The PERSCOM has little internal support capability. It depends on outside sources for supplemental transportation, C&E equipment maintenance, power generation maintenance, DS maintenance, health services, and finance, legal, supplemental logistics, and engineering support.

The PERSCOM normally draws its support from the TAACOM organizations.

The PERSCOM provides food service support to assigned personnel. Normally, it can assist in the coordinated defense of the unit's area or installation,

### **MOBILITY STATEMENT**

The theater PERSCOM requires 40 percent of its TOE equipment and supplies to be transported in a single lift using its authorized vehicles to provide services in the theater. It must have transportation available to move personnel and CTA equipment.